

# **GEO**

## **Guyana Economic Opportunities**

### **Guyana Office for Investment (Go-Invest) Performance Appraisal Manual**

**Prepared By  
SV Jones Associates**

*Submitted by:*  
**Chemonics International Inc.**

*To:*  
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**GUYANA OFFICE FOR INVESTMENT  
(GOINVEST)**

***PERFORMANCE  
APPRAISAL  
MANUAL***

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## 1. INTRODUCTION

**A results-based Performance Appraisal System providing rewards to employees for meritorious effort and output is proposed for Guyana Office for Investment (GOINVEST's) Staff.**

This system is intended to be used in the formal process of assessing the attainment of objectives and tasks on an individual basis in relation to the **Action Plans of GOINVEST**.

The development of a good **Performance Appraisal Instrument** is a precursor to initiating the process.

### 1.1. Job/Position Descriptions

The **Job Evaluation Programme** as completed for the **Guyana Office for Investment (GOINVEST)** will impact on the organisation in the following ways:

- Ensure that jobs are adequately described and enriched, while eliminating areas of overlap and/or superfluity and specifying all the necessary job requirements.
- Establish an orderly, rational, systematic structuring to allow for career growth in the **Job Structure** on the basis of a performance based merit scheme.
- Justify proper placement in a **Pay Structure** that provides for internal equity.

The **Job Descriptions** that have resulted ensures that important duties and responsibilities for each Job and Position in **GOINVEST** are set forth in a uniform and consistent way that allows for an efficient system of assigning and monitoring work activities.

### 1.2. Job Performance Standards

The **Duties and Responsibilities Statements** on the new **Descriptions** recommend behaviour which should be used to compare actual with expected or desired results. These should in turn be used as the basis for setting **performance standards**.

**GOINVEST's** Managers must agree on minimum acceptable levels of performance from every member of Staff.

Setting **job performance standards** must be seen as an objective and fair way of measuring results or in determining the degree of completion of agreed activities.

**Job Performance Standards** will motivate staff into renewed action. At an optimum level of performance **GOINVEST's Job Performance Standards** should:

1. Enable the Staff Member to differentiate between acceptable and unacceptable results of the tasks assigned.
2. Present a challenge to the employee and in so doing utilise even latent skills.
3. Be realistic in terms of utilising skills and resources.
4. Be able to measure the work activity qualitatively and quantitatively.
5. Be attainable in specified timeframes as agreed between incumbent and Supervisor/Manager.
6. Be observable to avoid the labels of nepotism or favouritism.
7. Be useful in identifying skill gaps to be filled by training.



## 2.0 THE RECOMMENDED APPROACH

### 2.1 Professional/Managerial Appraisal

Typically, there are two ways of measuring **Professional/Managerial** employee contribution or performance, namely:

- To view performance in terms of **tangible and measurable results** achieved in a job against **pre-determined targets**.
- To focus on the **behaviours that lead to those results**.

The importance of both dimensions must be recognised since they are not mutually exclusive. A careful study of employee behaviour is a necessary pre-condition for taking steps to improve work effort generally, thus increasing the likelihood of employees achieving their physical targets.

Before **employee performance** can be used as an outcome variable in evaluating human resources it must first be measured. Shown schematically in **Figure 1** is a diagram of the various steps used in developing the **Performance Appraisal System**.

It is important to note how the steps interlock with other phases of the **Organisation Review and Job Evaluation Study** to present a holistic picture.

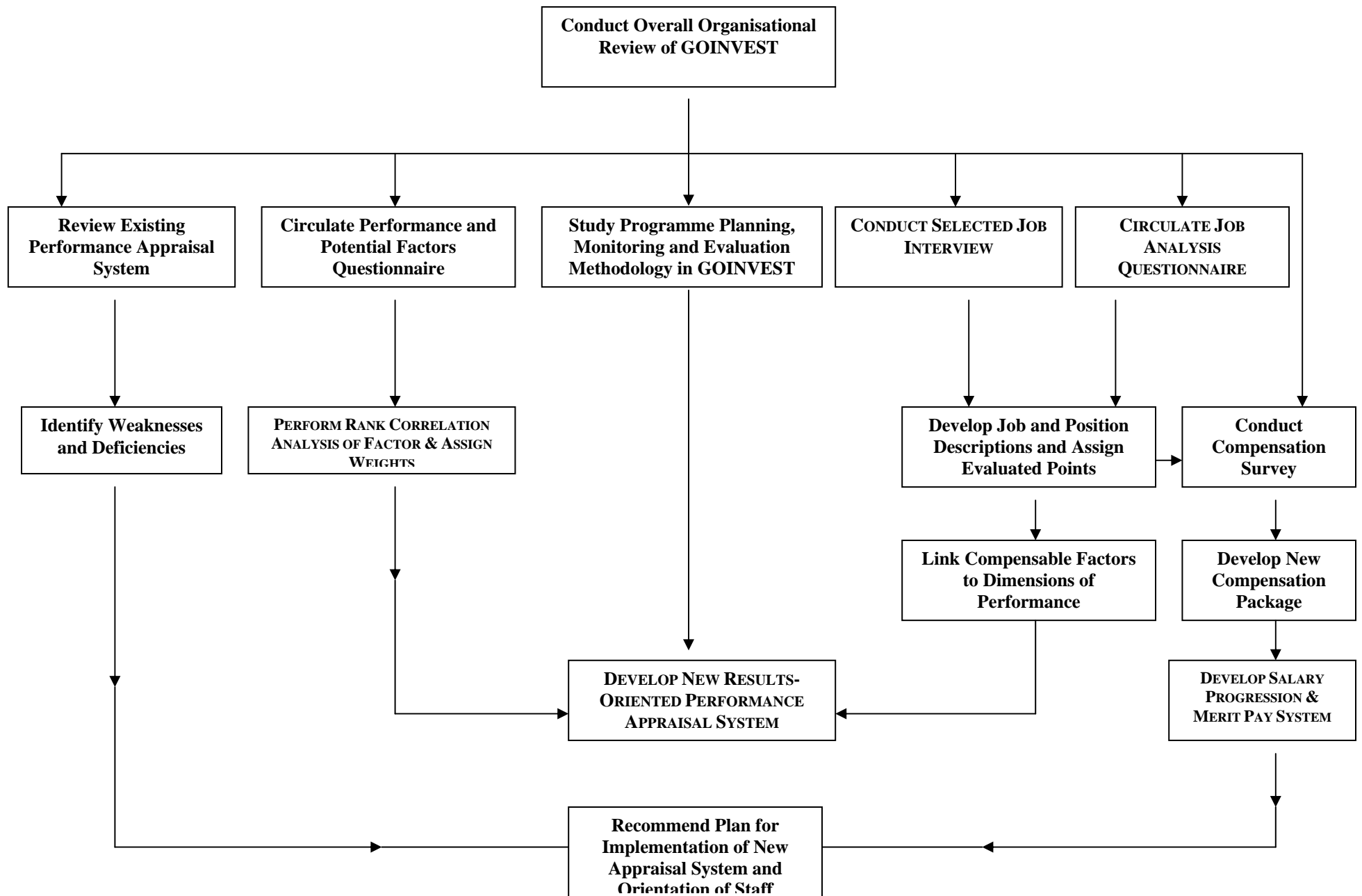
Two main activities which govern this process are briefly described following.

**Setting targets for individual employees will become an absolute necessity** of the new system. In addition, it will help bring about a fundamental change in **GOINVEST's culture where quality and quantity of output will be stressed**.

The **Consultant** recommends that **GOINVEST** embrace the '**Management by Objectives**' philosophy, where goals and objectives are set which satisfy the following main conditions:

- They are anchored in **GOINVEST's** Mission Statement at the highest level and diffuse downwards to the lowest organisational level.
- All objectives and sub-objectives are integrated in such a way as to ensure that they contribute to the attainment of **GOINVEST's** overall goals.

**Figure 1.1: Schematic Diagram of Methodology for Conducting Review of Performance Appraisal System**



In addition to the **MBO** approach, the use of *performance and potential factors* is also advocated. Consequently the contributory performance potential which were ranked by **GOINVEST**'s Management Staff were chosen from amongst those that are universally applicable to **Professional/Managerial** behavioural outcomes. The results of the ranking exercise follows.

### **2.1.1 Ranking of Performance Factors**

**Performance Factors** are defined in terms of behaviours that would contribute or lead to a particular result or outcome. Ten (10) Managers participated in the ranking of the nine (9) universally acceptable factors in order of importance to **GOINVEST**.

**Table 2.1** tabulates the responses with one (1) representing the most important and nine (9) the least important. Respondents are represented by alphabetical letters. A rank correlation analysis was conducted to determine how closely the ranking of each individual conformed to that of the group.

TABLE 2.1

## GUYANA OFFICE FOR INVESTMENT (GOINVEST)

ANALYSIS OF RESPONSES TO PERFORMANCE REVIEW AND CAREER DEVELOPMENT  
QUESTIONNAIRE

PERFORMANCE FACTORS	RESPONDENTS RANKING OF PERFORMANCE FACTORS										OVERALL RANK		
	A	B	C	D	E	F	G	H	I	J	AVG	RK	WGT
Knowledge of the job	1.5	1	2	1	1	1.5	1	1	2	5	1.7	1	0.20
Decision - Making	1.5	2	4	2	5	1.5	6	2	8.5	3	3.55	2	0.18
Work Directions	5.5	3	3	5	2	7	7	3	3.5	1.5	4.05	3	0.16
Communication	1.5	5	5	3.5	6	3.5	3	5.5	6.5	4	4.35	4	0.13
Interpersonal Skills	5.5	4	6	3.5	7	3.5	2	5.5	1	6	4.4	5	0.11
Self – Direction	5.5	6	1	8	4	5	4	4	8.5	1.5	4.75	6	0.09
Work Activities	9	8	7	7	3	6	5	9	6.5	8	6.85	7	0.07
People Development	5.5	7	9	6	8	9	8	8	3.5	7	7.1	8	0.04
Labour Relations	1.5	9	8	9	9	8	9	7	3.5	9	7.3	9	0.02
CORRELATION COEFF ( With Overall Rank)		0.9	0.9	0.7	0.6	0.6	0.6	0.8	0.9	0.6	0.9	1.0	1.0
POTENTIAL FACTORS	A	B	C	D	E	F	G	H	I	J	AVG	RK	WGT
Leadership	1.5	1	3	1	1	2	4	1	3.5	4	2	1	0.29
Conceptual Ability	3.5	6	1	3	4	1	2	5.5	3.5	1	3.45	2	0.24
Personnel Management	1.5	2	6	2	4	5	5	2	5	5	3.55	3	0.19
Flexibility	6	5	2	4	2	3	3	5.5	1.5	3	3.9	4	0.14
Stress Tolerance	3.5	3	5	5	4	4	1	4	6	6	4.05	5	0.10
Business Management	5	4	4	6	6	6	6	3	1.5	2	4.1	6	0.05
	0.0	0.1	0.4	0.7	0.7	0.9	0.1	0.4	0.0	0.6	0.9	1.0	1.0

### 2.1.2 Ranking of Potential Factors

**Potential factors** were determined in terms of a **Manager's** potential for development within his/ her current job level and above. Six such universally applicable factors were chosen and put through the identical process described in **Section 2.2.1**. In **Appendix I** can be seen the questionnaire circulated to the same sample of **Managers**.

The rank correlation analysis of this data revealed a very interesting trichotomy, since the respondents could be placed into three distinctly uncorrelated groupings as shown in **Table 2.2**. There is a dominant group of fifteen respondents with positive correlation coefficients ranging from 0.5 to 0.9, while the two other groups of five and thirteen respondents returned negative correlation coefficients and very low positive correlation coefficients respectively. As a result, it was decided to compute the overall ranking and weighting from the group with the largest positive correlation coefficients.

**Table 2.2: Ranking of Performance Factors and Associated Weights**

Performance Factors	Factor Weights		
	Group Rank	Individual	Aggregate
Knowledge of the job	1	0.20	0.67
Work Directions	2	0.18	
Decision Making	3	0.16	
Self Direction	4	0.13	
Interpersonal Skills	5	0.11	0.27
Work Attitudes	6	0.09	
Communications	7	0.07	
People Development	8	0.04	0.06
Labour Relations	9	0.02	
	<b>TOTAL</b>	<b>1.00</b>	<b>1.00</b>

It can be seen from the “**aggregate weight**” column that the nine factors were resolved primarily into three distinct groups, with four factors accounting for 67 percent of the weighting, three factors accounting for 27 percent, and the last two factors for 6 percent.

Two pertinent observations are in order here. Firstly, having conducted similar rank correlation exercises in other organisations, the **Consultant** is in a position to state that the results displayed in **Table 2.2** are very typical. Secondly, the weights of the two least ranked factors – which are not always applicable to every managerial/ supervisory position in an organisation – are sufficiently low so as not to unduly influence the overall weighted score. In instances where these two performance factors – “**People Development**” and “**Labour Relations**” – are not applicable, the overall weighted score must be multiplied by 1.064 to obtain a prorated total score.

### 3.0 NON MANAGEMENT STAFF APPRAISAL

The **Compensable Factor Scale** of the **Job Evaluation Study** provides the basis for evaluating the performance of non-management staff. Accordingly, therefore, this scale was mapped into desirable dimensions of performance as shown in **Table 3.1**

The Weights shown in **Table 3.1** against the four universal factors were derived from a rank correlation analysis from the factor identification and ranking activity of the **Job Evaluation Exercise**. The weights were distributed among the **Performance Factors** in the right hand column of the **Table** and then converted into a Point Scale for the **Non-Management Performance Appraisal System** as shown in **Table 3.2**.

The recommended **Non-Management Appraisal Instrument** is shown in **Appendix III**. The nine (9) performance factors are related to a behaviourally-anchored rating scale which causes evaluators to focus on specific shades of behaviours. One of the inherent advantages of this rating system is that it reduces a typical appraisal error known as “unreliability”, whereby it is difficult for two or more evaluators to agree on the relative performance of an employee against the same factor.

In the interest of consistency, the overall qualitative performance ratings developed for the **Managerial/ Supervisory** appraisal system are extended to the **Non-Management** system. However, these must be tied to total point scores as shown in **Table 3.3**.

**Table 3.1****Guyana Office for Investment (GOINVEST)****– Job Evaluation Study –****Mapping of the Job Evaluation Compensable Factors into Dimensions of Performance**

<b>Job Evaluation Compensable Factors</b>			<b>Dimensions of Performance</b>	
<b>Universal Factors</b>	<b>Weight</b>	<b>Sub- Factors</b>	<b>Performance Factors</b>	<b>Weight</b>
<b>Description</b>		<b>Description</b>		
<b>Knowledge</b>	<b>0.323</b>	<b>Education</b> <b>Job Knowledge</b> <b>Experience</b>	<b>Knowledge of the Job</b>	<b>0.204</b>
<b>Skill Requirements</b>	<b>0.290</b>	<b>Analytical</b> <b>Decision – Making</b> <b>Technical/ Professional</b> <b>Compliance</b> <b>Co-ordination</b>	<b>Quality of Work</b> <b>Productivity</b> <b>Interpersonal Relationships</b> <b>Work Descriptions</b>	<b>1.184</b> <b>0.160</b> <b>0.110</b> <b>0.103</b>
<b>Accountability/ Responsibility</b>	<b>0.290</b>	<b>Quality of Work/ Productivity</b> <b>Teamwork</b> <b>Contacts/ Staff Relations</b>	<b>Teamwork</b> <b>Punctuality &amp; Attendance</b>	<b>0.070</b> <b>0.060</b>
<b>Physical Requirements</b>	<b>0.097</b>	<b>Working Environment</b>	<b>Stress Tolerance</b> <b>Safety &amp; House-Keeping</b>	<b>0.059</b> <b>0.050</b>



**TABLE 3.2    POINT SCALE FOR NON-MANAGEMENT PERFORMANCE  
APPRAISAL SYSTEM**

<i>PERFORMANCE FACTOR</i>	<b>WEIGHT</b>	<b>Maximum Points per Factor</b>	<b>POINT RANGE</b>				
			<b>Outstandi ng</b>	<b>Very Good</b>	<b>Good</b>	<b>Margin al</b>	<b>Unaccepta ble</b>
Knowledge of the Job	0.204	20	20	16	12	8	4
Quality of Work/ Efficiency	0.184	18	18	15	11	7	4
Productivity	0.160	16	16	13	10	6	3
Interpersonal Relationships	0.110	11	11	9	7	5	2
Work Directions	0.103	10	10	8	6	4	2
Teamwork	0.070	8	8	6	4	3	2
Punctuality & Attendance	0.060	6	6	5	4	3	1
Stress Tolerance	0.059	6	6	4	3	2	1
Safety and Housekeeping	0.050	5	5	4	3	2	1
<b>TOTAL</b>	<b>1.000</b>	<b>100</b>	<b>100</b>	<b>80</b>	<b>60</b>	<b>40</b>	<b>20</b>

**TABLE 3.3    OVERALL PERFORMANCE RATINGS FOR  
NON MANAGEMENT APPRAISAL SYSTEM**

<b>QUALITATIVE RATINGS</b>	<b>QUANTITATIVE RATINGS</b>	
	<b>POINT RANGE</b>	<b>PERCENTAGE RANGE</b>
<b>Outstanding</b>	<b>90 – 100</b>	<b>90 – 100 %</b>
<b>Very Good</b>	<b>70 – 89</b>	<b>70 – 89 %</b>
<b>Good</b>	<b>50 – 69</b>	<b>50 – 69 %</b>
<b>Marginal</b>	<b>30 – 49</b>	<b>30 – 49 %</b>
<b>Unacceptable</b>	<b>20 – 29</b>	<b>20 – 29 %</b>

From a perusal of **Table 3.3** it is immediately obvious that the rating “**outstanding**” has a narrow point range and is thus reserved for that statistically select group of employees whose performance can be truly described as such. At the opposite end of the scale there is an equally narrow point range for the “**unacceptable**”. Statistically, one would expect the bulk of employees to fall somewhere between these two extremes.

#### 4.0 GUIDELINES FOR STRENGTHENING THE PERFORMANCE PLANNING, REVIEW AND CAREER DEVELOPMENT SYSTEMS

The guidelines presented in this section of the report are intended to assist Management in implementing the performance planning, review and career development system.

##### 4.1 Persons involved in the Appraisal Procedure

It is recommended that at least three (3) persons be involved in the appraisal procedure as follows:

- (i) The employee as the Appraisee
- (ii) The Employee's immediate Supervisor as the Appraiser
- (iii) The Appraiser's Supervisor as the Reviewer.

There should be frequent monitoring of the employee's performance, with guidance and assistance given as needed, since the Appraiser's opinion must be based on the entire period under review and not isolated periods or incidents.

Before discussing the appraisal with the employee the **Appraiser** must discuss same with the **Reviewer**. There should be full and frank discussion of the points highlighted in the appraisal – viz. the employee's strengths and weaknesses and the plans for correcting same so that the employee may realise his/ her full potential.

##### 4.2 Appraisal Period

It is recommended that the Appraisal period run from January 01 to December 31, except in the case of the new employee whose first appraisal should be completed on the anniversary date of his/ her appointment. Thereafter, the "January 01 to December 31" regimen should apply.

However, it should be pointed out that it is always useful to review an employee's performance at least quarterly for the following two main reasons:

- (i) The **Appraisee** is given the chance to redeem him/ herself, if necessary, for the rest of the annual appraisal period.
- (ii) The **Appraiser's** assessment is much more broadbased, thus reducing the typical bias of allowing either a single major incident or the appraisee's performance in the period

immediately preceding the appraisal, to have an undue influence on the overall result.

#### 4.3 Establishing Major Job Objectives – Performance Planning:

At the beginning of the appraisal period the **Major Objectives** of the job should be outlined to the **Appraisee** by the **Appraiser** in order to ensure that they form a fair basis on which the employee's performance is to be assessed. More particularly, it is important that the employee be left in no doubt whatsoever as to the bases that would inform his/her performance appraisal at the end of the period.

It is envisaged that the process to mutually establish **Major Job Objectives** would vary from the bottom to the top of the Organisation, reflecting an increasing orientation towards the achievement of predetermined results. For every employee this performance planning phase must start with a clear understanding of his/ her Job or Position Description, which identifies the "**Key result areas**" for the job. "**Key result areas**" are critical determinants to performance results. In discussing the employee's responsibilities or "**Key result areas**", the **Manager/ Supervisor (Appraiser)** should help the employee to clearly understand what is specifically demanded of him/her.

The next step in the performance planning phase requires the conversion of the broad "**Key result areas**" into a limited number of straight-forward, clearly measurable goals to be accomplished in the forthcoming appraisal period. This process should be first implemented for managerial and supervisory employees and allowed to take root.

The above process should be guided by the **Manager/ Supervisor (Appraiser)** towards a limited number (not exceeding six but not less than four) of clearly measurable goals or objectives, which could then be reviewed by the **Reviewer**. These should relate to the employee's responsibilities and be as specific as possible. They could include tasks the employee has to complete, new projects to be undertaken, improved standards of performance required, the acquisition of new knowledge or skills, and changed relationships necessary with subordinates or peers.

The **Manager/ Supervisor (Appraiser)** and employee jointly determine what measurements or judgements are to be utilised in determining whether or not the objectives have been met. The idea is to enable employees themselves to evaluate their progress towards reaching their goals. In concluding this performance planning step, the **Manager/ Supervisor (Appraiser)** and employee numerically rank each of the

**Major Job Objectives** in order of priority, with the Supervisor stressing the complementary importance of the “**Key results areas**”.

The left hand column on page 3 of the form (**Appendix 2**) should be used to record the **Major Job Objectives (MJO's)** set and agreed upon, at the start of the appraisal period, through mutual consent between the **Appraiser** and the **Appraisee**. It should be noted that there is provision for six **MJO's** though the final number should not be less than four.

The column labelled “**Comments**” is the one intended for use in reviewing the **MJO's**. Such review should be conducted at least quarterly and then combined into an overall summary at the end of the appraisal period. It should proceed on the basis of a formal private appraisal interview between the **Manager/ Supervisor (Appraiser)** and the employee, during which actual accomplishments are recorded on the form. This means that the **Manager/ Supervisor** must observe employee behaviour and record the employee's accomplishments. Casual relationships should be established between observed levels of performance and the employee's aptitude, interest, motivation, etc. For instance, if marginal performance is deemed to stem from one or a combination of factors such as a lack of training, review at this point should include counselling to correct deficiencies.

In exceptional cases, informal progress reviews may be conducted prior to the completion of the formal review period in order to assess the employee's progress, encourage performance and guide lagging performers.

In recapitulation, therefore, the formal appraisal interview occurs at the end of a review period. Employees and their **Managers/ Supervisors** record accomplishments, compare them with set objectives and discuss variances. The interview is conducted in private and should probably last two to four hours. In the process of conducting the review, quantitative ratings are ascribed to each **MJO** independently, in accordance with the scale shown on the form. The total score is then computed and the average found by dividing it by the number of **MJO's** set.

## 5.0 PERFORMANCE LINKED SALARY ADMINISTRATION MATTERS

### 5.1 Types of Rewards

The **Consultant** recommends the following reward systems:

- Rewards coming from the organisation, such as salary and promotion
- Rewards coming from the activity itself and from within the individual, and which include among other things a sense of achievement and recognition for achievement.

These rewards can be either monetary or non-monetary as shown in **Table 5.1**

### 5.2 Monetary Rewards

There are two types of monetary rewards:

- (1) Salary increases or
- (2) One-time cash payments or bonuses.

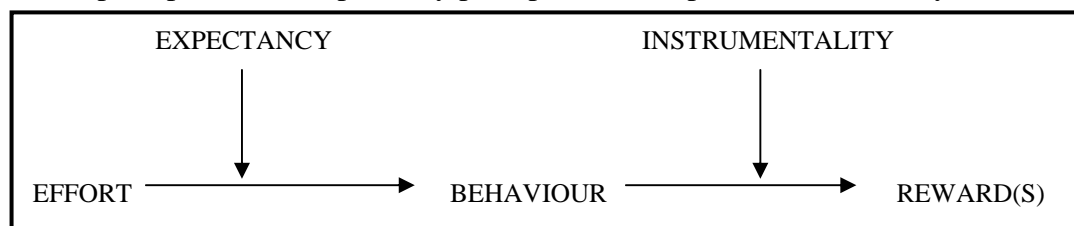
**Salary increases may be related to a promotion. There are however, two types of salary adjustments within the same level:**

- Performance advancement which does not specify the size or performance requirements for salary adjustment and
- Merit pay which defines salary increases within a matrix of percentage increments determined by the result of the individual's performance assessment.

**It is apposite to site here the expectancy theory of motivation, which posits that individuals are motivated toward a behaviour when they:**

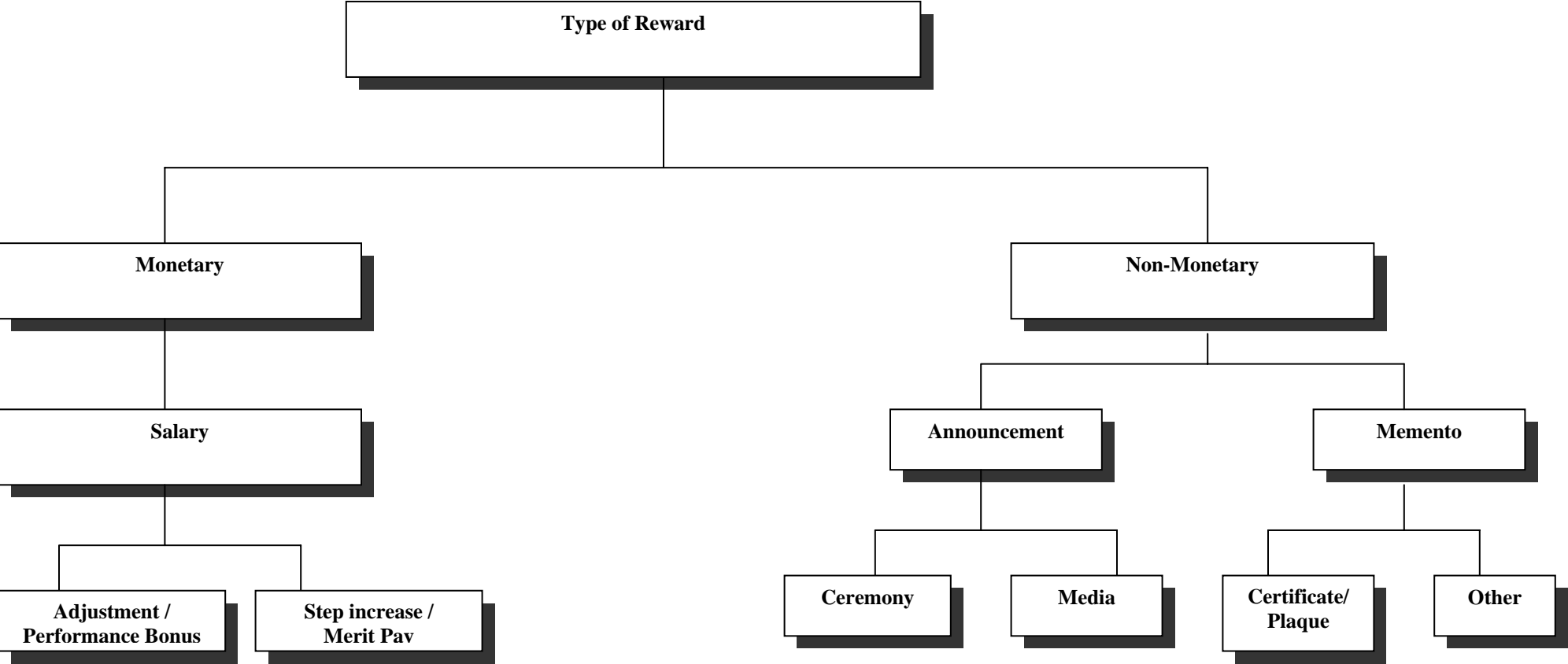
- believe they can engage in the behaviour;
- believe consequences will follow from the behaviour, and
- value those consequences.

Thus, an employee's level of motivation is said to be directly related to his/ her instrumentality perceptions and expectancy perceptions, as depicted schematically below:



**TABLE 5.1**

**TYPES OF OFFERINGS FOR MONETARY AND NON-MONETARY REWARDS**



With respect to the **expectancy perceptions**, an employee must be convinced that the expenditure of time and effort will lead to a level of performance acceptable to the **Supervisor**. Hence, the **Supervisor (Appraiser)** should set out deliberately to strengthen **expectancy perceptions** by providing and helping the employee to better focus his/ her energies and efforts. Complementing this are the **instrumentality perceptions**, whereby the employee must be convinced that acceptable levels of performance would lead to a desirable reward. Indeed, in any organisation where outstanding performance is encouraged by rewarding the highest performers, employees' **instrumentality perceptions** are usually strengthened.

With the foregoing in mind, the **Consultant** is therefore recommending that a dynamic and flexible approach to compensation be adopted. Such a dynamic pay system would include the following elements:

- A market-determined base pay for similarly classified jobs and positions.
- A market – determined benefits package for jobs and positions in the organisation.

### 5.2.1 Performance indexed increments

**The Consultant recommends the introduction of *performance indexed increments* which would be critical towards establishing a performance reward culture in the organisation.**

This form of assessment reward is particularly suited to knowledge oriented, service sector entities.

Each employee's contribution to the organisation falls within the domain of the **Performance Appraisal System**. The **Manager/ Supervisor** is therefore responsible for objectively measuring the employee's overall performance and relating the performance to the qualitative ***salary increment matrix*** as shown at **Figure 5.1**.

**The following salient features pertain to this matrix:**

1. An employee is not rewarded for performance that is assessed as unacceptable.
2. The earned increment/ performance bonus increases with higher levels of performance.
3. The earned increment/ performance bonus decreases as the maximum limit is approached, since it is applied on an increasingly higher base salary.

**FIGURE 5.1**

SALARY INCREMENT/ PERFORMANCE BONUS MATRIX FOR DYNAMIC PAY SYSTEM

PERFORMANCE BONUS AND INCREMENT MATRIX						
6.5%	4%	REVIEW WITH SALARY ADMINISTRATION				
7%	5%				4%	
7.5%	5.5%				4.5%	2.5%
8%	5.5%				4.5%	2.5%
9%	6%				5%	3%
10%	7%				5%	3%
Out - standing	Very Good				Good	Marginal
P E R F O R M A N C E						

4. A consistently outstanding performer can attain the maximum limit in about six years.

The organisation's **Salary Structure** must be designed with a minimum and maximum limit to provide the room to reward employees for meritorious effort and output. Merit pay should therefore adjust an employee's base pay in direct relation to his/ her performance.

### 5.2.2 Annual Performance Bonus

Instead of the **merit based performance indexed increment system** described in **Section 5.2.1**, an organisation may find a one-time, lump-sum performance bonus to be more effective and less costly as a reward mechanism.



Such a bonus may be paid once or twice a year and must be re-earned by meeting agreed performance targets and objectives.

**The performance bonus does not become a permanent part of an employee's pay and as such does not affect base pay for calculating benefits.**

### 5.3 Non-Monetary Awards for Performance

Besides merit pay and promotion as rewards for good performance, the **Consultant** recommends a system of **Non-Monetary rewards** for Staff members. **Non-Monetary rewards** can consist of any of the following types of performance awards:

- Award for excellence in support of the Agency's / Organisation's Programme
- Excellence Award
- Innovation Award
- Special Achievement Award

#### 5.3.1 Staff Eligibility for Non – Monetary Awards

The following **Table** shows some types of non-monetary performance rewards recommended for staff:

TITLE OF AWARD	STAFF	
	MANAGEMENT	NON-MANAGEMENT
▪ Award for excellence in support of the Agency's or Organisation's Programmes	✓	
▪ Excellence Award		✓
▪ Innovation Award	✓	
▪ Special Achievement Award		✓
▪ Outstanding Senior Staff Achievement Award.	✓	

The number of recipients and the frequency of awards should be limited so as to influence the effectiveness of the awards.

### 5.3.2 Reward Criteria

Reward criteria for **non-monetary rewards**, in addition to the factors already stated should include the following:

#### EXAMPLES OF REWARD CRITERIA

<b>ADAPTABILITY</b>	<ul style="list-style-type: none"><li>▪ Sustained behaviour demonstrating exceptional tolerance, good humour, and adaptability in the pursuit of the Agency's Mission.</li></ul>
<b>GENERAL</b>	<ul style="list-style-type: none"><li>▪ Extraordinary Commitment</li><li>▪ Demonstrated exceptional skill and dedication through a specific achievement.</li></ul>
<b>AGENCY MANAGEMENT</b>	<ul style="list-style-type: none"><li>▪ Exceptional activity or Demonstration of excellence that contributes to the provision of the Agency's working environment.</li></ul>
<b>LEADERSHIP, SUPERVISION</b>	<ul style="list-style-type: none"><li>▪ Superior leadership of an office or project as perceived by persons supervised.</li></ul>
<b>PERSONAL RELATIONS, TEAMWORK</b>	<ul style="list-style-type: none"><li>▪ Sustained non-professional contributions to the social well-being of staff.</li></ul>
<b>WORK OBJECTIVES</b>	<ul style="list-style-type: none"><li>▪ Quality and quantity of performance with regard to <b>Work Plan</b>.</li></ul>

### 5.3.3 Processes for Recipients of Non – Monetary Rewards

The processes stated following are recommended for selecting recipients of **non - monetary rewards**.

TITLE OF REWARD	REWARD PROCESSES		
	NOMINATION	SCREENING	SELECTION
<ul style="list-style-type: none"> <li>Award for excellence in Support of the Agency's or Organisation's Programmes.</li> </ul>	Any Staff (Including Self)	Evaluation Panel	Chief Executive Officer
<ul style="list-style-type: none"> <li>Excellence Award</li> </ul>	Head of Agency, Department Head	Awards Committee	Awards Committee
<ul style="list-style-type: none"> <li>Innovation Award</li> </ul>	Head of Agency, Department Heads	Awards Committee	Awards Committee
<ul style="list-style-type: none"> <li>Special Achievement Award</li> </ul>	Head of Agency, Department Heads	Awards Committee	Awards Committee
<ul style="list-style-type: none"> <li>Outstanding Senior Staff Achievement Award.</li> </ul>	Programme Committee	Chief Executive Office	Board of Directors

Shown as **Appendix IV** is a list of *key words* which can be used in assessing the **Performance Criteria**.

**APPENDIX I**

**PERFORMANCE PLANNING,**

**REVIEW AND DEVELOPMENT QUESTIONNAIRE**

## GUYANA OFFICE FOR INVESTMENT (GOINVEST)

### JOB EVALUATION

#### *Performance Planning, Review and Career Development Questionnaire* Professional and Managerial Employees

In considering the development/ review of a performance appraisal system for the Professional and Managerial Staff of **GOINVEST**, we wish to consider two sets of factors which relate to an overall assessment of a Manager's performance. These are **PERFORMANCE FACTORS** and **POTENTIAL FACTORS**.

**PERFORMANCE FACTORS** are intended to measure a Manager's on-the-job performance while **POTENTIAL FACTORS** are intended to evaluate a Manager's potential for development within his/ her current job level and above.

Shown as **Attachment 1 and 2** are the respective lists of **PERFORMANCE FACTORS (9)** and **POTENTIAL FACTORS (6)** along with brief definitions of each. Starting with **PERFORMANCE FACTORS**, please rank these in order of importance, giving the most important factors a rank of 1, the second most important factor a rank of 2, and so on, until all nine factors have been assigned a unique rank. You may, if you feel strongly about it, assign equal rank (or weight) to more than one factor. Please repeat similarly for the six **POTENTIAL FACTORS** in **Attachment 2**.

## ATTACHMENT 1

### PERFORMANCE FACTORS

BRIEF DEFINITION OF FACTORS	RANK
<p>(1)           <b>COMMUNICATIONS:</b></p> <p>Expression in oral, written and other forms of communications; organization of communication; appropriate use of language.</p>	
<p>(2)           <b>SELF-DIRECTION:</b></p> <p>Personally well organized; uses initiative; effective time management.</p>	
<p>(3)           <b>WORK DIRECTIONS:</b></p> <p>Ability to plan, schedule and control work requirements; to delegate or assign work to subordinates; to follow up to ensure successful completion.</p>	
<p>(4)           <b>DECISION MAKING:</b></p> <p>Ability to recognize when to make decisions using good judgement and all available information.</p>	
<p>(5)           <b>KNOWLEDGE OF THE JOB:</b></p> <p>Understanding the full scope of functions assigned to the position held and the relationship of jobs within and without the Department or Section.</p>	
<p>(6)           <b>INTERPERSONAL SKILLS:</b></p> <p>Ability to deal effectively with and relate to peers, functional superiors, subordinates and members of the Public.</p>	
<p>(7)           <b>LABOUR RELATIONS:</b></p> <p>Ability to deal effectively and cope with labour relations matters (Staff Association).</p>	
<p>(8)           <b>WORK ACTIVITIES:</b></p> <p>Ability and willingness to accept responsibility; take an interest in the job.</p>	
<p>(9)           <b>PEOPLE DEVELOPMENT:</b></p> <p>Ability to recognize subordinates' needs for development and to implement programmes for satisfying these needs.</p>	

## ATTACHMENT 2

### POTENTIAL FACTORS

BRIEF DEFINITION OF FACTORS	RANK
<p><b>(1) LEADERSHIP:</b></p> <p>Ability to command attention and respect of others, recognize the need for direction and provide such when needed.</p>	
<p><b>(2) FLEXIBILITY:</b></p> <p>Ability to objectively consider new and innovative methods and practices; adaptability to social and physical requirements.</p>	
<p><b>(3) STRESS TOLERANCE:</b></p> <p>Ability to function consistently and effectively regardless of pressure; ability to deal with situations objectively and rationally.</p>	
<p><b>(4) CONCEPTUAL ABILITY:</b></p> <p>Ability to recognize and integrate ideas and information in the evaluation of complex situations.</p>	
<p><b>(5) PERSONNEL MANAGEMENT:</b></p> <p>Ability to assess employees' strengths and weaknesses; guide performance; motivate behaviour; reward excellence and deal with marginal and failing performance.</p>	
<p><b>(6) BUSINESS MANAGEMENT:</b></p> <p>Ability to develop goals and objectives; organize work for effective completion; delegates responsibility and measure results etc.</p>	

## APPENDIX II

### PERFORMANCE APPRAISAL/ CAREER DEVELOPMENT REVIEW FORM FOR MANAGERIAL/ PROFESSIONAL SUPERVISORY STAFF



## GUYANA OFFICE FOR INVESTMENT (GOINVEST)

### PERFORMANCE APPRAISAL/ CAREER DEVELOPMENT REPORT – MANAGERIAL/ PROFESSIONAL/ SUPERVISORY (PERSONAL AND CONFIDENTIAL)

<b>SECTION I – EMPLOYEE DATA</b>					
<b>SURNAME:</b>			<b>OTHER NAMES:</b>		
<b>JOB TITLE:</b>			<b>DUTY STATION:</b>		
<b>PROGRAMME:</b>			<b>PROJECT:</b>		
<b>SERVICE WITH GO-INVEST</b>		<b>yrs.</b>	<b>Mths.</b>	<b>SERVICE IN PRESENT JOB:</b>	
				<b>Yrs.</b>	<b>Mths.</b>
<b>SECTION II – APPRAISAL SUMMARY</b>					
<b>OVERALL PERFORMANCE SUMMARY</b>					
<input type="checkbox"/> <b>OUTSTANDING</b> <input type="checkbox"/> <b>VERY GOOD</b> <input type="checkbox"/> <b>GOOD</b> <input type="checkbox"/> <b>MARGINAL</b> <input type="checkbox"/> <b>UNACCEPTABLE</b>					
<b>OVERALL POTENTIAL SUMMARY</b>					
<input type="checkbox"/> <b>POTENTIAL FOR DEVELOPMENT CLEAR TO THE NEXT LEVEL AND BEYOND.</b>		<input type="checkbox"/> <b>POTENTIAL FOR DEVELOPMENT CLEAR TO THE NEXT LEVEL</b>		<input type="checkbox"/> <b>POTENTIAL FOR DEVELOPMENT WITHIN THE NEXT LEVEL</b>	
				<input type="checkbox"/> <b>NO APPARENT DEVELOPMENT POTENTIAL</b>	
				<b>RECOMMENDED INCREMENT (%)</b> <div style="border: 1px solid black; width: 60px; height: 20px; margin: 0 auto;"></div>	
<b>SECTION III – SIGNATURES</b>					
<b>APPRAISAL PERIOD: FROM:</b>			<b>TO:</b>		
<b>APPRAISED BY:      NAME:</b>			<b>SIGNATURE:</b>		<b>DATE:</b>
<b>REVIEWED BY:      NAME:</b>			<b>SIGNATURE:</b>		<b>DATE:</b>
<b>APPRAISEE: ( I acknowledge having seen and read this appraisal)</b>			<b>SIGNATURE:</b>		<b>DATE:</b>

### SECTION 1V: ACCOMPLISHMENT OF MAJOR JOB OBJECTIVES (MJO's)

The Major Job Objectives must be agreed upon and filled in at the beginning of the appraised period. To review, place an "x" in the column which best describes the employee's performance.

	MAJOR JOB OBJECTIVES – These should be inherent responsibilities in the job. ( Give Qualitative and Quantitative Descriptions)	PERFORMANCE REVIEW – Review Major Job Objectives (MJO's) and indicate accomplishment. State where improvement is needed.	5	4	3	2	1
1							
2							
3							
4							
5							
6							
TOTAL MJO SCORE							
AVERAGE MJO SCORE : ( Total MJO Score/ NO. of MJOs)							

**Key:** 5 – Outstanding  
 4 – Very Good  
 3 – Good  
 2 – Marginal  
 1 – Unacceptable

### SECTION V: CONTRIBUTORY PERFORMANCE FACTORS

To review, place an “X” in the column which best describes the employee’s performance. It is important to use the “Comments” column to give specific examples to support the rating.

PERFORMANCE FACTORS	COMMENTS	FACTOR WEIGHT	5	4	3	2	1	WEIGHTED SCORE ( 2 Dec. Pl )
<b>KNOWLEDGE OF THE JOB</b> Understanding the full scope of functions assigned to the position held and the relationship of jobs within and outside the Department.		0.20						
<b>WORK DIRECTIONS</b> Ability to plan, schedule and control work requirements (with special emphasis on cost control ); to delegate or assign work to subordinates; to follow up, thus ensuring successful completion; to demonstrate a concern for care and security of assets under control.		0.18						
<b>DECISION – MAKING</b> Ability to recognise when to make decisions, using good judgement and all available information.		0.16						
<b>SELF DIRECTION</b> Personally well organised; uses initiative; practices effective time management.		0.13						
<b>INTERPERSONAL SKILLS</b> Ability to deal effectively with and relate to peers, functional superiors, subordinates and members of the Public.		0.11						
<b><i>SUB - TOTAL</i></b>								

**KEY:**    5 – OUTSTANDING

4 – VERY GOOD

3 – GOOD

2 – MARGINAL

1 - UNACCEPTABLE

### SECTION V: CONTRIBUTORY PERFORMANCE FACTORS ( cont'd)

To review, place an "X" in the column which best describes the employee's performance. It is important to use the "Comments" column to give specific examples to support the rating.

SUB – TOTAL OF WEIGHTED SCORE ( BROUGHT FORWARD)										
PERFORMANCE FACTORS	COMMENTS	FACTOR WEIGHT	5	4	3	2	1	WEIGHTED SCORE ( 2 Dec. Pl )		
<b>WORK ATTITUDE</b> Ability and willingness to accept responsibility; takes an interest in the job.		0.09								
<b>COMMUNICATIONS</b> Expression in oral, written and other forms of communication; organisation of communication; appropriate use of language.		0.07								
<b>PEOPLE DEVELOPMENT</b> Ability to recognise subordinates' needs for development and to implement programmes for satisfying these needs.		0.04								
<b>LABOUR RELATIONS</b> Ability to deal effectively with disciplinary and labour relations matters involving subordinates.		0.02								
<b>TOTAL WEIGHTED PERFORMANCE SCORE</b>										
<b>* ADJUSTED TOTAL WEIGHTED PERFORMANCE SCORE</b>										
<b>** OVERALL PERFORMANCE SUMMARY</b>										

**KEY: 5 – OUTSTANDING      4 – VERY GOOD      3 – GOOD      2 – MARGINAL      1 – UNACCEPTABLE**

\* - Multiply Total Weighted Performance Score By 1.064 If Two Factors "People Development" And "Labour Relations" Are Not Applicable.

\*\* - Overall Performance Summary = [ (Total Weighted Performance Score + average MJO Score) / 2 ]

### SECTION VI: CONTRIBUTORY POTENTIAL FACTORS

To review, place an “x” in the column which best describes the employee’s potential. It is important to use the “Comments” column to give specific examples to support the rating.

POTENTIAL FACTORS	COMMENTS	FACTOR WEIGHT	5	4	3	2	1	WEIGHTED SCORE ( 2 Dec. Pl )
<b>LEADERSHIP</b> Ability to command attention and respect of others, recognise need for direction and provide such when needed.		0.29						
<b>CONCEPTUAL ABILITY</b> Ability to recognise and integrate ideas and information in the evaluation of complex studies.		0.24						
<b>PERSONNEL MANAGEMENT</b> Ability to assess employee’s strengths and weaknesses, guide performance, motivate behaviour, reward excellence, and deal with marginal and failing performance.		0.19						
<b>FLEXIBILITY</b> Ability to objectively consider new and innovative methods and practices; adaptability to social and physical requirements.		0.14						
<b>STRESS TOLERANCE</b> Ability to function consistently and effectively regardless of pressure; ability to deal with situations objectively and rationally.		0.10						
<b>BUSINESS MANAGEMENT</b> Ability to develop goals and objectives, organise work for effective completion, delegate responsibility and measure results, etc.		0.05						
<b>TOTAL WEIGHTED SCORE</b>								

**Key:**    4 – Clear To The Next Level And Beyond    3 – Clear To The Next Level    2 – Within The Current Level    1 – No Apparent Development Level

## INSTRUCTIONS

- The employee's performance is assessed under the following main headings:

Section 4	-	Major Job Objectives
Section 5	-	Contributory Performance Factors
Section 6	-	Contributory Potential Factors
Section 7	-	Career Development Planning

- A maximum of six (6) major job objectives (MJO's) are catered for in Section 4 and nine (9) contributory performance factors in section 5. For each Performance Factor or MJO place an "X" in the appropriate column, based on the performance criteria set out below:

RATING	POINT SCORE	CRITERIA
OUTSTANDING	5	Employee consistently meets and frequently exceeds established standards and desired results.
VERY GOOD	4	Employee consistently meets established standards and sometimes exceeds, but never falls short of desired results.
GOOD	3	Employee meets established standards and usually achieves, but seldom falls short of desired results.
MARGINAL	2	Employee meets established standards in some instances but lacks consistency; falls short of desired results from time to time.
UNACCEPTABLE	1	Employee consistently fails to meet established standards and frequently falls short of desired results.

**For the Major Job Objectives (MJO's), multiply the assigned point scores by the appropriate weights, then total up to arrive at the TOTAL MJO SCORE. Divide the total MJO score by the number of MJO's to compute the average MJO score.**

For the Contributory Performance Factors, multiply the assigned point score by the appropriate weights, then total up to arrive at the Total Weighted Performance Score.

The Overall Performance Summary is computed by the following formula:

$$((\text{TOTAL WEIGHTED PERFORMANCE SCORE} + \text{AVERAGE MJO}) / 2)$$

- For each potential factor in Section 6, place an “X” in the appropriate column, based on the criteria set out below:

Point Score	Criteria
4	Potential for development clear to the next level and beyond
3	Potential for development clear to the next level
2	Potential for development clear within the current level
1	No apparent development potential

Multiply the assigned point scores by the appropriate weights, then total up to arrive at the Total Weighted Potential Score.

## SECTION 2: CAREER DEVELOPMENT PLANNING

### A. ASSESSMENT OF EMPLOYEE'S STRENGTHS AND WEAKNESSES

1. What are the employee's dominant strengths? Indicate how they affect overall performance and suggest how they could be more effectively used by **GOINVEST**.

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2. List major weaknesses that currently impair the employee's ability to perform job with optimum effectiveness. Suggest how weaknesses may be remedied in the best interest of the employee and **GOINVEST**.

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### B. TRAINING AND DEVELOPMENT

1. Indicate what training, if any, was initiated either by the employee or GOINVEST within the appraisal period. If completed, state outcome (certificate, etc.) and assess where practicable how training influenced employee's job performance.

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- 2.** Indicate what training and/or counselling is recommended for the future.

What action is required to prepare employee to achieve career goals and optimum employee performance? State nature and objective of training being recommended.

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**C. CAREER INTERESTS**

**What career plans does the employee have for the long and short term?  
(N.B. views of employee must be reflected here).**

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**D. COMMENTS**

**1. GENERAL COMMENTS BY APPRAISER**

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**2. COMMENTS BY REVIEWER:**

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**3. COMMENTS BY EMPLOYER**

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**APPENDIX III**  
**NON – MANAGEMENT**  
**PERFORMANCE APPRAISAL FORM**

**GUYANA OFFICE FOR INVESTMENT (GOINVEST)**  
**PERFORMANCE APPRAISAL/ CAREER DEVELOPMENT REPORT**  
**– NON-MANAGEMENT**  
**( PERSONAL AND CONFIDENTIAL)**

**EMPLOYEE:**

**APPRAISAL PERIOD:** \_\_\_\_\_  
( From) ( To)

**SURNAME:** \_\_\_\_\_ **OTHER NAMES:** \_\_\_\_\_

**JOB TITLE:** \_\_\_\_\_ **DUTY STATION:** \_\_\_\_\_

**PROJECT:** \_\_\_\_\_ **PROGRAMME/** \_\_\_\_\_ **DIVISION/** \_\_\_\_\_  
**DEPARTMENT:** \_\_\_\_\_

**BIRTH:** \_\_\_\_\_ **DATE OF** \_\_\_\_\_ **HIRE:** \_\_\_\_\_ **DATE OF** \_\_\_\_\_

**SERVICE:** \_\_\_\_\_ **Yrs.** \_\_\_\_\_ **Mths** **SERVICE:** \_\_\_\_\_ **Yrs.** \_\_\_\_\_ **Mths.**  
( with GOINVEST) ( In Present Job)

**SIGNATURES:**

**EVALUATED BY:** \_\_\_\_\_  
( NAME) ( TITLE)

\_\_\_\_\_  
( SIGNATURE) ( DATE)

**REVIEWED BY:** \_\_\_\_\_  
( NAME) (TITLE)

\_\_\_\_\_  
(SIGNATURE) (DATE)

**APPRAISEE'S SIGNATURE:** \_\_\_\_\_ **DATE:** \_\_\_\_\_  
( I ACKNOWLEDGE HAVING SEEN AND READ THIS APPRAISAL)

**OVERALL PERFORMANCE SUMMARY**

OUTSTANDING	VERY GOOD	GOOD	MARGINAL	UNACCEPTABLE	INCREMENT
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/> %
(90 – 100)	(70 – 89)	( 50 – 69)	( 30 – 49)	( 20 – 29)	

**SECTION 1: PERFORMANCE APPRAISAL ( Tick the appropriate box).**

1. **KNOWLEDGE OF THE JOB** – Technical knowledge of the job and ability to apply it.

- a. 

20	
----	--

 Knows the jobs thoroughly. Needs no direction. Views Job requirements with exceptional insight and perception.
- b. 

16	
----	--

 Knows job well. Rarely needs direction
- c. 

12	
----	--

 Understands job requirements. Seldom needs direction.
- d. 

8	
---	--

 Lacks knowledge of some aspects of job. Requires Direction.
- e. 

4	
---	--

 poor knowledge of job. Requires constant direction.

2. **QUALITY OF WORK** – Accuracy and thoroughness of work output. Neat effective presentation.

- a. 

18	
----	--

 Consistently good quality work without errors. Excellent presentation.
- b. 

15	
----	--

 Good quality work. Errors are rare. Very good presentation.
- c. 

11	
----	--

 Usually Good quality work with few errors. Good presentation.
- d. 

7	
---	--

 Acceptable quality of work with few errors. Good Presentation.
- e. 

4	
---	--

 Frequent errors. Cannot be depended upon to be accurate.

3. **PRODUCTIVITY** – Production and Volume of Work

- a. 

16	
----	--

 Exceptionally high and sustained volume of output. Works at a paced rate and not only meets but surpasses target.
- b. 

13	
----	--

 Consistently high volume of output. Consistently meets targets.
- c. 

10	
----	--

 Average volume of output. Meets target most of the time.
- d. 

6	
---	--

 Below average volume of output. Rarely meets targets and deadlines.
- e. 

3	
---	--

 Unacceptably low volume of output. Slow and lethargic.

4. **INTERPERSONAL RELATIONSHIPS** – ability to deal effectively with and relate to peers, functional superiors and clients in accomplishing tasks.
- 11 Outstandingly effective with peers, functional superiors and clients in accomplishing tasks.
  - 9 Very effective with peers, functional superiors and clients in accomplishing tasks.
  - 7 Relates well with peers, functional superiors and clients in accomplishing tasks.
  - 5 Manages to maintain a fair relationship with peers, functional superiors and clients in accomplishing tasks.
  - 2 Does not relate well with peers, functional superiors and clients in accomplishing tasks. A poor mixer.
5. **WORK DIRECTION** – Ability to plan and organise tasks and to follow – through for successful completion.
- 10 Outstanding ability to plan and organise tasks with little supervision. Follows through successfully.
  - 8 Plans and organises tasks very well. Responsive.
  - 6 Plans, organises and performs tasks with guidance from Supervisor.
  - 4 Plans and organises tasks if closely supervised.
  - 2 Does not plan and organise tasks. Needs constant follow-up.
6. **TEAMWORK** – Ability to respond to changing work requirements; cooperative and willing.
- 8 Cooperative and willing beyond the normal call of duty. Adapts readily to changing work load cycle.
  - 6 Always cooperative and willing in carrying out assignments; adapts easily to changing work load cycle.
  - 4 Usually cooperative and willing in carrying out assignments; can cope with changing work load cycle.
  - 3 Not always willing and cooperative; cannot easily cope with changing work requirements.
  - 2 Displays little interest and flexibility in job
7. **PUNCTUALITY AND ATTENDANCE** – Ability to be on the job regularly and punctually.
- 6 Can be relied upon to maintain regular and punctual attendance at work at least 95 to 100 percent of the time.

- b. 

5	
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 Can be relied upon to maintain regular and punctual attendance at work at least 90 to 95 percent of the time.
- c. 

4	
---	--

 Can be relied upon to maintain regular and punctual attendance at work at least 85 to 90 percent of the time.
- d. 

3	
---	--

 Can be relied upon to maintain regular and punctual attendance at work at least 80 to 85 percent of the time.
- e. 

1	
---	--

 Frequent lateness and absenteeism.

8. **STRESS TOLERANCE** – Ability to function consistently and effectively regardless of pressure.

- a. 

6	
---	--

 Maintains consistently high output regardless of pressure of work or adverse conditions.
- b. 

4	
---	--

 Maintains reasonable level of output regardless of pressure of work or adverse conditions.
- c. 

3	
---	--

 Usually maintains a fair output regardless of pressure at work or adverse conditions.
- d. 

2	
---	--

 Barely maintains fair output under pressure of work or adverse conditions.
- e. 

1	
---	--

 Output falls dramatically in the face of pressure of work or adverse conditions.

9. **SAFETY AND HOUSEKEEPING** – Proclivity for pursuing proper safety and housekeeping practices and displaying a concern for the care and security of **GOINVEST**'s assets.

- |    |   |  |
|----|---|--|
| a. | 5 | Consistently demonstrates a high degree of safety and housekeeping practices as well as concern for the care and security of <b>GOINVEST's</b> assets used.        |
| b. | 4 | Demonstrates a high degree of safety and housekeeping practices as well as concern for the care and security of <b>GOINVEST's</b> assets used.                     |
| c. | 3 | Often demonstrates an acceptable degree of proper safety and housekeeping practices as well as concern for the care and security of <b>GOINVEST's</b> assets used. |
| d. | 2 | Demonstrates a fair degree of proper safety and housekeeping practices as well as concern for the care and security of <b>GOINVEST's</b> assets used.              |
| e. | 1 | Pays little attention to proper safety and housekeeping practices as well as little concern for the care and security of <b>GOINVEST's</b> assets used.            |

## SUMMARY OF PERFORMANCE SCORE

[illegible]



## SECTION 2 - CAREER DEVELOPMENT PLANNING

### A. ASSESSMENT OF EMPLOYEE'S STRENGTHS AND WEAKNESSES

1. What are the employee's dominant strengths? Indicate how they affect overall performance and suggest how they could be more effectively used by **GOINVEST**.

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2. List major weaknesses that currently impair the employee's ability to perform job with optimum effectiveness. Suggest how weaknesses may be remedied in the best interest of the employee and **GOINVEST**.

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### B. TRAINING AND DEVELOPMENT

1. Indicate what training, if any, was initiated either by the employee or **GOINVEST** within the appraisal period. If completed, state outcome (certificate, etc.) and assess where practicable how training influenced employee's job performance.

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2. Indicate what training and/or counselling is recommended for the future. What action is required to prepare employee to achieve career goals and optimum employee performance? State nature and objective of training being recommended.

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**C. PROMOTABILITY ( Tick one box only)**

- |    |  |                          |
|----|--|--------------------------|
| 1. | Very good promotion potential to the next level and possibly beyond. | <input type="checkbox"/> |
| 2. | Good promotion potential to the next level                           | <input type="checkbox"/> |
| 3. | Promotion potential <b>not</b> clear. May qualify in time.           | <input type="checkbox"/> |
| 4. | No apparent promotion potential in present job.                      | <input type="checkbox"/> |

**D. CAREER INTERESTS**

What career plans does the employee have for the long and short term?  
( N.B. Views of employee must be reflected here).

**SECTION 3 - COMMENTS**

**A. GENERAL COMMENTS BY APPRAISER:**

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**B. COMMENTS BY REVIEWER:**

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**C. COMMENTS OF EMPLOYER:**

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**APPENDIX IV**

**KEY WORDS IN  
PERFORMANCE ASSESSMENT CRITERIA**

**KEY WORDS IN PERFORMANCE ASSESSMENT CRITERIA**

<i>CATEGORY OF CRITERIA</i>	<b>KEY WORDS</b>
1. Adaptability	Adaptability, change, flexibility
2. Communication	Communicate, communication, draft, language, oral, spoken, verbal, write, written
3. Constraints, problems faced	Constraint, disappointment, limitation, problems encountered, obstacle
4. Creativity, initiative	Creative, creativity, difficulty, foresight, ideas, initiative, resourceful, resourcefulness
5. Expertise, knowledge, technical skills	Accuracy, analysis, analyse, analytical, application, competence, data, design, keeps up with developments in the field, identifying problem, information, knowledge, numerical, problem solving, quality of work, scientific, skill, solving problems.
6. Financial management	Budget, cost, economy, financial, resources
7. General	Comment, considerations, final, general, other, overall, strength, summary, rating, response, subordinates
8. Handling equipment, safety	Alert, computer, equipment, counselling, delegation, feedback, motivation, people, subordinates
9. Human Resource Management	Appraisal of staff, coaching, counselling, delegation, feedback, motivation, people, subordinates
10. Department/ Unit management or goal attainment	Administration, administrative, working committees, division, program, service, support unit.
11. Leadership, Supervision	Leadership, manage, supervise, supervisor, supervision
12. Output, Productivity	Journal, output, productivity, proposal, publication, quantity, results, report, technologies developed.

13. Personal Development, Training	Award, career development, course, improvement, personal development,
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	self development, technical qualifications, training, upgrade
14. Personal Relations, teamwork	Cooperation, human relations, interpersonal, working relationships, relations with colleagues, internal relations, relations with staff, relations with supervisor, team
15. Potential	Potential
16. Program, Project Management	Control, goal setting, program, project, management, set priorities
17. Reliability, responsibility	Commitment, confidentiality, corrective, dependability, disciplinary, discipline, following directions, integrity, judgement, reliability, responsibility, supervision required.
18. External Relations	Advice, advisory, clients, conference, consultancy, contact, donor, external, national or international committee, professional societies, seminar, technical assistance, travel, visitors.
19. Timeliness	Attendance, beyond normal hours, deadline, on time, prompt, punctual, schedule, working hours.
20. Work Objectives	Job description, terms of reference, work plan, objectives, Major Job Objectives.